

CESAS-RM-RS

DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
P.O. BOX 889
SAVANNAH, GEORGIA 31402-0889

DISTRICT REGULATION
NO. 5-1-1

16 Sep 02

Management
SAVANNAH DISTRICT STRATEGIC MANAGEMENT

1. Purpose. This regulation describes the Savannah District Strategic Management process, defines roles and responsibilities, and identifies linkages within the Strategic Management structure.
2. Applicability. This regulation is applicable to all components of the District.
3. References.
 - a. AR 5-1, Total Army Quality Management, 15 Mar 02.
 - b. ER 5-1-11, U.S. Army Corps of Engineers Business Process, 17 Aug 01.
 - c. Chief Financial Officers (CFO) Act of 1990.
 - d. Government Performance and Results Act of 1993 (GPRA).
4. Savannah District Strategic Planning Process. District Strategic Planning efforts are very much a work in progress. To continuously improve our level of customer service as mission demands continue to evolve, a conceptual framework is needed to become a more result-oriented organization. The District Strategic Plan not only represents important and emerging issues, but it also establishes a framework for seeing our responsibilities in the context of challenges and changes in the coming years. The District Strategic Plan develops a comprehensive and focused structure of long-term goals and objectives to support the District's mission and reflects the U.S. Army Corps of Engineers' strategic goals. The District Strategic Plan not only produces the long-range plans necessary to draw a roadmap to the division's vision, but also is flexible and adaptive to change in mission, operational environment, and leadership. To move forward, the District will embrace the following three-step Strategic Planning process:

This regulation supersedes DR 5-1-1, 13 October 2000.

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a. First Step: Strategic Planning.

(1) Strategic Planning is continuous and provides the basis for everything the District does each day.

(2) Define the District mission and desired outcomes. The mission statement brings the District into focus. It explains **why** we exist, tells **what** we do and describes **how** we do it.

(3) Identify the Key Business Drivers (KBDs). Key Business Drivers are those functions that must be done well in order for the District to accomplish the organization's mission and achieve the vision. The District's Key Business Drivers are: Civil Works, Military, and Environmental/I2S. The District's key business drivers are identified by the District's senior leaders and are managed by Planning and Execution Teams (PETs).

(4) Identify the Key Success Factors (KSF): The key success factors are those strategic areas required to ensure the success of Savannah District. The KSF's are:

(a) KSF 1 – Products and Services

(b) KSF 2 – People

(c) KSF 3 – Process

(d) KSF 4 – Communication

(5) Develop the District Strategic Plan. The District Strategic Plan is the driving document for change. The heart of the District Strategic Plan is contained within the key business drivers. The District Strategic Plan includes a comprehensive mission statement based on our requirements, vision, key business drivers, key success factors, objectives, and process measurement, as well as "lead and support" staff identification for those actions, and a set of outcome-related strategic goals, and objectives of how the District intends to achieve these goals. District goals and objectives link with those in the HQ USACE and SAD Campaign Plans. The District's senior leaders will review and update the Strategic Plan annually.

(6) Develop the District Operations Plan (OPlan). The District OPlan provides a more detailed look at the work to be accomplished within the current fiscal year and indicates how we intend to measure our performance. The OPlan will also evolve and undergo continuous update as Savannah District moves forward.

b. Second Step: Measure performance. Measuring performance allows the District to track progress we are making toward the goals and objectives and provides the District with crucial information on which to base organizational and management decisions.

c. Third Step: Use performance measurement information as a basis for decision-making.

(1) The final step in the process is to put the information to work.

(2) Senior leaders and managers use performance measurement information to continuously improve organizational processes, identify performance gaps, and set improvement goals.

5. Roles and Responsibilities.

a. Corporate Board

(1) Chaired by the Commander, is the executive level team. It is composed of the Commander, Deputies, major technical division chiefs, and other administrative and advisory staff in an advisory role. The mission of the Corporate Board is to develop and implement the Savannah District strategy for meeting future demands and missions, managing change, and increasing the overall level of customer satisfaction. The Corporate Board meets quarterly at a minimum.

(2) Responsibilities:

(a) To state the District's mission, key business drivers, key success factors, and strategic goals that reflect the Commander's guidance as well as CESAD/USACE/DA's guidance and direction;

(b) To establish or concur/non-concur with PET recommendations for performance measures to track progress towards key business driver achievement; and

(c) To set policy for aggressively supporting continuous improvement; and to amend the District Strategic Plan as necessary to maintain pace with the operational environment, mission requirements, and continuous improvement.

(d) Assess and evaluate District performance, including progress toward the vision, by program, and functional area.

b. Deputy District Engineer for Project and Program Management (DP): The DP will be responsible for integration of the three key business drivers consistent with the spirit of the principles of Project Management Business Process (PMBP).

c. Senior Leaders:

- (1) Frequently and with conviction define the vision and mission for the Savannah District.
- (2) Support the District Strategic and Operations Plans to transform the workplace into an organization that can support the visions of the employee, the organization and the mission.
- (3) Identify the core competencies of the organization.
- (4) Commit to implementing results.
- (5) Involve our customers. Their success is our success.

d. Planning and Execution Teams (PETs).

(1) Structure:

(a) There are a total of five Planning and Execution Teams. Three Planning and Execution Teams that correspond to the key business drivers: Civil Works, Military, and Environmental/I2S and two Internal Business Planning and Execution Teams the: Business Process (Internal) (BP) PET and the Quality of Worklife (QWL) PET. Internal Business PETs manage the District's internal business support functions.

(b) Each Planning and Execution Team will have a leader (chair), administrator, and facilitator. Planning and Execution Team members are typically managers and/or key personnel that can truly represent their division/office.

(c) The charter for each Planning and Execution Team is to ensure progress toward achieving their assigned objectives by providing focus, prioritization, and quality oversight.

(2) Responsibilities of PETs (Civil Works, Military, Environmental/I2S, Business Process and Quality of Worklife):

(a) Set priorities. The Planning and Execution Teams (PETs) prioritize objectives according to what will provide the District the biggest return on its investment and will improve the District the most.

(b) Develop Action Plans to achieve results called for by one or more objectives.

(c) Establish results-oriented measures for actions; ensuring they are realistic, attainable, and progress is measurable. Measures should describe organizational performance, direction, and accomplishments; and be beneficial in improving products and services for customers and stakeholders.

(d) Charter Process Action Teams (PATs) to explore areas for improvement and barriers to be recommended to the Corporate Board for reduction. Process Actions Teams will have a set purpose and a start and end date clearly identified.

(e) Quarterly, review results and present to the District Corporate Board. Performance measurement system information should be openly and widely shared with employees, customers, stakeholders, and suppliers. The following will be briefed to the Corporate Board:

- (1) Progress towards reaching goals and achieving objectives;
- (2) Proposed amendments to District Strategic Plan; and
- (3) Barriers and recommended means for reduction.

(f) At the end of fiscal year, consolidate results and present to District Corporate Board. Once approved by Corporate Board, PETs will disseminate result information to appropriate action offices to identify improvement actions and plan to implement.

e. Resource Management, Business Practices and Strategic Management Team:

- (1) Serve as facilitator to Planning and Execution Teams as needed.
- (2) Provide support to the Planning and Execution Teams upon request.
- (3) Coordinate and record District Strategic Planning sessions.

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- (4) Compile, publish, and maintain updates to the Savannah District Strategic and Operations Plans.
- (5) Monitors the District Measurement System.

1 Appendix
A - Strategic Management Terms

/s/
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APPENDIX A

Strategic Management Terms

Action Plans

Documents that describe the specific method of process to achieve the results called for by one or more objectives of the Strategic Plan.

Alignment

The manner in which two or more processes or functions within an organization support all others in the attainment of a stated goal. More specifically, alignment refers to consistency of plans, processes, information, resource decisions, actions, results, analysis and learning to support key organization-wide goals.

Analysis

Analysis refers to an examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause-effect relationships.

Army Performance Improvement Criteria (APIC)

The standard assessment framework that allows Army organizations to measure how well they meet stated goals and customer needs. It provides a systematic approach for gathering the information and insight required for informed management decisions.

Assessment

Is a systematic process of collecting and analyzing data to determine the current, historical, or projected status of an organization.

Benchmark

Is a point of reference from which measurements may be made.

Benchmarking

The term “benchmark” refers to the process of finding and adapting best practices and performance for similar activities, inside or outside an organization, to improve organizational performance. This represents a strategic and analytic process of continuously measuring an organization’s products, services, and practices against a recognized leader in the studied area.

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Best Practice

A superior method or innovative process that contributes to improved performance.

Business Practice

A specific, well defined, set of activities performed by an organization that create value for the customer and results in accomplishing a stated goal.

Continuous Improvement

The improvement of products, services, and processes through incremental and breakthrough innovation that is focused on meeting and exceeding customer needs. Does not connote a constant improvement in a process but a continual awareness of processes and their changing need for improvement.

Core Competencies

The knowledge and skills needed within the workforce to perform an important business function of the organization. Core competencies directly relate to mission and customer service and are those processes and functions that could not be out-sourced without substantially weakening the organization.

Customer

A customer is anyone for whom an organization or individual provides goods or services or a person or group who uses the output of a process. External customers reside outside the producing organization. Internal customers reside inside the producing organization.

Customer Focus

The core principle of Total Army Quality that ensures every activity performed within an organizations directly supports providing added value from the customer's perspective.

Deployment

Refers to the extent to which an organization's approach to a specific action (e.g., vision, goals, and strategies) is applied through the organization. Deployment is evaluated on the basis of breadth and depth of application of the approach to relevant processes and work units throughout the organization.

Effective

Adequate to accomplish a purpose; producing the intended or expected results.

Efficiencies

Allocated budget dollars saved by executing programs in a more efficient manner that can be reprogrammed to fund other requirements within the same appropriation category.

Employee Empowerment

One of the core principles of Total Army Quality that provides employees the authority to make decisions and take action in their work areas without prior approval. Is the act of vesting appropriate authority in the hands of the people nearest the problems to be solved.

Goal

Is a specific end toward by which resources and effort are expended.

Innovation

Refers to making meaningful change to improve products, services, and/or processes and create new value for stakeholders. It involves the adoption of a new idea, process, technology, or product that is either new or new to its proposed application.

Knowledge Management

Is an integrated approach to identify, manage and share all of an organization's information assets, including management information systems (databases, documents, policies and procedures) learning processes and personnel expertise, to fulfill organizational objectives.

Leadership

The process of influencing people – by providing purpose, direction and motivation – while operating to accomplish the mission and improving the organization.

Management

The process of acquiring, organizing and controlling resources (people, money, material, facilities, information, time, etc.) to effectively and efficiently accomplish the mission. Management is linked with leadership, just as doctrine, systems, processes, facilities and equipment are connected with the people who use them.

Measurement

Data collected over a period time that communicates vital information about a process or activity. A measure should drive appropriate leadership or management action. Physically, a measurement package consists of an operational definition, measurement over time and presentation.

Organizational Self-Assessment

A framework that allows organizations to measure how well they are meeting their stated goals and customer needs and, that provide a systematic approach for gathering the information and insight required to make informed management decisions.

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Performance

The output results that are obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations.

Performance Excellence

Meeting or exceeding customer/stakeholder needs with the minimum resources required.

Process

A systematic series of actions directed toward the achievement of a goal. Is the combination of people, machines, equipment, raw materials, methods, and environment that produces a given product or service.

Process Owner

The individual who has the responsibility to ensure a specific process produces a desired result and the authority to make changes to that process.

Product

Refers to the physical output resulting from a process or service.

Reengineering

The radical redesign of business processes for dramatic improvement. Radical redesign means starting over instead of changing or modifying existing ways of working.

Reinvention

The structured improvement of a process, or collection of processes, used to reduce cycle time and resources required while providing increased value to the customer. In some circles, the terms, reinvention, and reengineering, are used interchangeably.

Resources

The people, equipment, tools, raw materials, funds and information a manager requires enabling the production of a product or service or the achievement of a set goal.

Service

A physical activity performed in fulfillment of a customer requirement.

Stakeholders

Includes all groups that might be affected by an organization's actions and success. Examples of key stakeholders include leaders, customers, employees, partners, and local or professional communities.

Strategic Management Approach

A disciplined method of directing all activities of an organization to focus on the goals stated in the strategic plan.

Strategic Plan

The document produced by the process by which an organization envisions its future and develops special management strategies and action or implementation plans to achieve that future.

Value

Refers to the attributed or relative worth, merit, or usefulness of a product or service to a specific customer or group of customers.

Vision

An organization's view of how it would like to be perceived by its customers at some future point. It is the organization's ideal, providing a focus for efforts and goal setting.